

PDTAR 051

Final Report of
PROJECT EFFECTIVE FUNCTIONING AND ORGANIZATIONAL
DEVELOPMENT OF THE THIRD SECTOR

based on the agreement by and between the FCS and PDCS, pursuant to
cooperative agreement No. DHR - 0032 - A - 005035-00 entitled DNP for the period
October 1, 1997 - February 28, 1998

for the Foundation for a Civil Society, New York Office and the Foundation for a Civil
Society, Bratislava Office

Contents:

1. detailed report for the period October 1997 - February 1998
2. final summary and follow up
3. final financial report
4. summary of trainings and consultations, including geographical distribution and list of training participants
5. photo-documentation

Achievements of this project:

- We organized two-days think-tank conference of 26 experts on the subject "Educational Needs of the Third Sector", whose result was 40-pages document. We applied the conclusions of this conference in the preparation and targeting of our trainings.
- In ten training workshops we trained 181 participants of 51 NGOs (27 of them are FCS grantees) from all Slovakia. These workshops covered 235 training hours.
- Through long-term educational series we equipped 29 leaders from all regions of Slovakia, who are now able to give consultations and facilitate trainings, thus contributing to development of the third sector.
- During ten consultation days we provided consultations to 6 organizations (4 of them FCS grantees). We helped one of them in a detailed strategic planning process which significantly improved their efficiency.
- We wrote and prepared for publishing a book "Non-Profit Organizations Reader". It will meet educational needs of the third sector. The distribution of the book starts in March 1998.

Types of activities based on project specifications:

Type 1	Reader for NGOs
Type 2	Pre-evaluation two-day conference
Type 3	Four trainings aimed at well-established, experienced NGOs
Type 4	Three trainings and facilitated workshops for participants from several agencies, sharing a common social policy problem
Type 5	Set of three trainings of trainers for one group of community leaders
Type 6	Ten consultations

Long-term evaluation of the project

Our evaluation was based on the feedback of training participants. We asked for their feedback immediately after the trainings through questionnaires and then after several months by personal and phone interviews. We tried to get a realistic picture of the changes in participating organizations after they went through the trainings. The results of the questionnaires are in tables 2 and 3. The evaluations, based on interviews, are described and quoted in the description of the respective types of activities.

At the end of this report we summarize the findings and based on them we suggest possible

Our feedback is based on the sample of about 20% (36 out of 181) of the project participants.

Type 1: NGOs Reader

In cooperation with external authors we put together a book titled "NGOs Reader". It is aimed at workers and activists in non-profit organizations, civic associations, foundations as well as project managers, local politicians, university teachers, and people working in health care, culture and church.

The "Reader" consists of the following articles (authors in the brackets):

- What are non-profit organizations (D. Ondrusek)
- Organizational development and forms of non-profit organizations (D. Ondrusek)
- Development of team work (J. Pruzinska)
- Strategic planning (M. Zelenakova)
- Marketing in non-profit organizations (I. Jalcova)
- Public relations and media (K. Pauliniova)
- Effective communication (A. Bednarik)
- Managing people and organization (V. Labath)
- Third sector in the world and in Slovakia (M. Butora)
- Non-profit law in the world and in Slovakia (K. Sinclair, J. Hrubala)

The goal of the book is to fill the vacuum caused by the lack of literature aimed at education and professional development of NGOs in Slovakia. The book will help those who, although highly motivated, are struggling with the problems of "shaping up" their organizations.

The book has 250 pages, B5 format, and a paperback cover with the print-run of 1500 copies. It is illustrated with drawings by our colleague V. Labath. Distribution of the book in Slovakia and Czech Republic will be carried out through Artforum, the leading Czecho-Slovak book distributor, with PDCS accepting incoming orders. A press conference, introducing the book will be held in March, 1998, in Artforum Bookstore in Bratislava. We have received expert reviews of the book from H. Wollekova, L. Hrivnak and P. Demes..

The book will be printed at the beginning of March 1998.

Type 2: Two-day Pre-evaluation Conference

The think-tank conference took place on February 10-11, 1997, in Trencianske Teplice. Twenty six experts from Slovakia participated (see Table 1). The goal of the conference was to identify and prioritize educational needs of the third sector in Slovakia in the following three areas:

- **sustainability, human and financial resources**
selling of services and entrepreneurial activities of NGOs, professionalization, strategic planning, development of mission, cross-sectoral cooperation, and cooperation with local and state government

- **relationships and cooperation inside the third sector**
public policy, lobbying, relationships and possible forms of cooperation inside the sector, relationships and possible cooperation with churches, trade unions, charities and political parties
- **legal and ethical aspects of NGOs**
legal information concerning specific activities of NGOs, NGO legislation, ethical considerations in NGOs

The result of the conference was a summary of the educational needs of the third sector, entitled "Educational needs of the third sector". Many conclusions of the conference helped us in framing the content of the successive trainings.

Type 3: Four trainings aimed at established, experienced NGOs

Seventy seven NGO workers (27 men, 50 women) from 24 organizations (16 of them FCS grantees) participated in these four trainings. They consisted of 91 training hours. (see Table 1).

Trainings were aimed at the following areas:

- solving the problems of organizational development of NGOs
- management and leadership in a developed organization
- advocacy and lobbying, cross-sectoral cooperation

During the preparation of the trainings we considered the specific needs and expectations of the participants - besides the suggestions of the conference.

The form of the trainings was based on their content. Practical exercises, role playing and model situations were dynamically interspersed by sharing of personal experiences and short lectures on a specific subject. We worked with a VCR, in smaller and larger groups. Trainings took place in conference resorts (i.e. outside the places of residence of the participants) and took three days of intensive work (see photo-documentation). Each participant was given a 35 page manual.

Due to the complexities of organizational changes, we set as a condition of participation that at least three workers from each participating organization attend. This condition was appreciated during the trainings and positively evaluated in personal follow up interviews.

Evaluation of Type 3 trainings by participants

T3 a) How did you use the information and skills learned in the trainings? What changes in your organization did they bring about?

The participants from several organizations - Bata Junior Achievement, A-project, Nadacia pre deti Slovenska, OZ Navrat, Fenestra, Komunitne zdruzenie Sami sebe, OZ Slatinka, OZ Kontiky - mentioned that after participating in the series of trainings they were able to use the information in their, often very complex, organizational structures. The trainings helped them to identify the possibilities of their organizational development. A shift from intuitive to structured managing the organization took place.

“We moved from nad’ve and spontaneous way of functioning to a more systematic one. We re-assigned responsibilities and improved assessment and evaluation of our projects. Our communication is also much better. “ (Komunitne zdruzenie Zemianske Kostolany)

“Three workers from our organization participated at the trainings. The trainings helped us to think through our organizational structure, they helped us to identify where we are and where we are going. They also helped us to see the need to delegate the responsibilities. We clarified the relationships between the association, foundation and board.

This was very difficult year. We had to re-register and deal with many legislative problems. It was great to be with others with similar problems. It is really good how many excellent people work in the third sector and how many excellent projects they do.” (Narodny Trust Slovenska)

“The most important for us was how to handle the process of re-registration. We can see more clearly how to make our organization more efficient. We found the information we got and the practical exercises together with the possibility to share experiences with others as very useful.” (A-project)

OZ Navrat also went through a significant organizational restructuring. They created regional centers, which will provide information and socio-psychological services for adoptive parents and potential adoptive parents. Navrat workers, together with volunteers and board members took part in the trainings. This helped significantly in the process of restructuring their organization.

T3 b) Has your work improved? If so, in what sense?

We got very positive replies to this question. Many participants appreciated the space given for preparation of projects, identification of strengths and weaknesses, negotiation skills and public policy. In the follow-up interviews several of them mentioned the project they prepared as a part of training exercise and which they are able to carry out now.

For example Obcianske zdruzenie Zemianske Kostolany publishes a civic newsletter whose goal is to engage the citizens of all age categories in the responsibility for public life. After learning new skills they succeeded in broadening the editorial board (including now some older citizens as well). They are also preparing public discussions with citizens, journalists and politicians.

Narodny trust Slovenska is carrying out the project they prepared during the training. It is aimed at revitalization of old buildings in northern Slovakia.

The participants from Nadacia pre deti Slovenska and Bata Junior Achievement use the skills they learned in the work with their clients.

T3 c) What topics were most useful for your personal development and for the development of your organization? What would you need in the future?

Most of the participants appreciated the topics dealing with communication, conflict resolution, assertive behavior and negotiations. This supports the theory that there are some “eternal” subjects that will be always needed.

“New people are coming and even those who went through the basics feel the need

Local fundraising, marketing, financial management, especially during critical phases of project development, relationships with donors and sponsors are very important now and in the future. In more developed organizations personal management and stress and time management are seen as very important.

T3 d) What would you change in the content and form of the trainings?

Some participants would appreciate smaller groups and deeper, more detailed elaboration of fewer themes.

Various stages of development of participating organizations was seen as positive by some and negative by other participants. They would appreciate a better use of the manual - to use it as a workbook that they can come back to.

Environmental organizations saw their problems as very specific. According to our experience these are not so much specific topics, but the use of "environmental vocabulary," which is not so common for other types of organizations, such as those involved in social work.

T3 e) What did you like and what did you find useful?

Participants liked the dynamism of trainings, creative forms of learning. They appreciated the possibility to meet their peers from the third sector.

"It was an opportunity to see and hear others, to learn about their joys and frustrations. It gave me an opportunity to see us from a distance and re-evaluate what we are doing. To see if we really mean what we do."

"This was a space to openly share our problems, to plan new projects. I found opinions of other participants very interesting and helpful. It was a good experience to present our work."

Type 4: Three trainings and facilitated workshops for participants from several sectors with common social policy problems which have the potential to influence decision-making at the local level

Eighty six people (36 men, 50 female) from 10 NGOs (6 of them FCS grantees) participated in the three trainings aimed at the development of community initiatives. The trainings consisted of 68.5 training hours (see Tables 1,2)

Trainings covered the following main areas:

- effective communication
- management of community projects
- negotiation, alternative ways of conflict resolution - mediation
- team decision-making and facilitation of consensus
- strategic planning in organization and community
- cross-sectoral cooperation
- participation of citizens in decision-making in community

The content of the trainings was based on the outcomes of the research that was carried out

blocs, practical exercises, simulations and games. In simulations the participants modeled specific problems and tried possible ways of solutions.

The first training was organized by Nadacia Skola dokoran with a specific program of open school used in some kindergartens and prep schools in Slovakia. The schools in five Slovak cities saw the need of strategic planning for their future development, as well as in finding of resources and in engaging cooperation with local community.

After the trainings these schools succeeded in broadening the base of cooperating and supporting organizations and individuals. The school in Spisska Nova Ves received a grant from the Emilia Kovacova Foundation for the logopedic program and for the purchase of a rehabilitation swimming pool for 200,000 Sk.

The training in Krivany was organized by Obcianske zdruzenie Ludia a voda. This civic association strengthens the local community through small projects in the program "Village of the Third Millennium". Three areas of interest in this local community were identified during the training: development of countryside tourism, fish farm and water cleaning project. Projects in these areas will be carried out by local citizens. Obcianske zdruzenie Ludia a voda will provide further education.

The third training was open for participants from several community initiatives. Participants were from Komunitna nadacia Petrzalka and organizations which this foundation works with. During the preparation of the training and the training itself the essential problems of this organization became very clear. Namely, a lack of clear expectations, clear communication and responsibilities of participating organizations and individuals.

Evaluation of Type 4 Trainings by participants

T4 a) How have you used what you learned during the training, how did it help you, and what happened after the training?

"All information I learned were very useful, especially now, during the time of changes. We put many things in order. We expected a lot from this training, but beginnings are always difficult. It was an excellent opportunity to engage more people into community development, to tell them that if one goes for something he will make it, that it is possible. It was an opportunity to wake them up. When people in the community will know what they want to do, we are here, ready to help them. We will now prepare specific trainings and seminars for those who want to go further in agro-tourism, fish farm or water cleaning project." (Ludia a voda)

"We have the swimming pool, which is a great encouragement for those who put so much energy into it. It is very good to feel that we were able to make it! There was bathing, and now children have their swimming pool." (Kindergarten Spisska Nova Ves)

T4 b) What would you need in the future - in your personal and organizational development?

"You know, when we are successful it attracts people and we are thankful for each new person interested in what we do. We will have to learn a lot about communication, projects preparation and planning." (Kindergarten Spisska Nova Ves)

“Our community foundation went through significant changes in the last six months. We re-registered as civic association, major changes in our board took place. We have now one full-time employee. We are still financially dependent on the city council. We shall see how will the elections end up. We are considering becoming independent. Then we will need consultations. AI’s marketing and project management will be important.” (Zdruzenie)

T4 c) What would you change in the content and form of the trainings?

“Since we work with people who don’t work full time with us, we would appreciate other dates. More examples and model situations would be useful.” (Ludia a voda)

T4 d) What did you like and what did you find useful?

Participants highly appreciated the opportunity to confront their work with their peers. They also liked the flexibility of the program, trainers, the choice of games and their connection with reality.

Type 5 *Three trainings of trainers for one group of community initiatives leaders*

The goal of T4T series for community leaders was to prepare and equip a group of consultants, trainers and local leaders, who will be able to lead and educate NGO activists in all regions of Slovakia. That is why we considered the work of potential participants in their own local communities. We chose 22 participants out of 38 applicants. Twenty participants went through the whole series, receiving certificates at the end.

The whole series consisted of five three-day trainings of type 3 and 4 with added information blocs and presentations of participants and guests.

The main areas covered in the trainings:

- communication, presentation (T4T 1)
- public relations (T4T 1)
- organization development, personality of community leader, risk management (T4T 1)
- theory of civic society (T4T 2)
- team decision-making, possibilities and ways of public involvement in decision-making, cross-sectoral cooperation (T4T 2)
- financial management of community initiatives (T4T 3)
- community fundraising (T4T 3)
- survey of the needs of community (T4T 4)
- community project management (T4T 4)
- strategic planning in organization and community (T4T 5)

Evaluation of T5 trainings by participants

In this case we evaluated the trainings in a one-day meeting that took place two months after the last training. (This meeting was not included in the project)

We tried to find out:

- how do they use the learned information and skills in their work
- in which areas would they appreciate further training and development
- in what trainings and other activities would they like to cooperate

We asked the participants to reply to a questionnaire and then discuss it in the group.

Evaluation through questionnaire

Participants were asked to mark thematic blocs by grades 1 through 7. (1 means the worst)

table 3

T5 T4T evaluation:

		usefulness	quality
1.	Training blocs	5.5	5.2
2.	T4T 1 - Harmonia - financed by NPOA	5.7	5.5
3.	T4T 2 - Strba - financed by FCS	5.5	5.2
4.	T4T 3 - Ziar - financed by FCS	5.5	5.1
5.	T4T 4 - Stare Hory - financed by FCS	5.3	5.3
6.	T4T 5 - Modra - financed by ETP	5.1	5.0
7.	Guests	5.1	5.5
8.	Training and consultation components	6.2	5.6
	Average	5.6	5.4

The average mark is 5.5 for usefulness and 5.2 for quality. The topics covering communication, facilitation, presentation and consultation scored highest.

The average mark for participating guests is 5.1 for usefulness and 5.5 for quality.

Guests were a part of each training. We invited experienced leaders from various organizations and from various regions of Slovakia.

"I see it as an enriching component - as when you open window and breathe fresh air. You are simply in it, you try to find parallels with your own work, compare, look at old problems from new vantage point. You leave with a desire to continue, to experiment. You find out some things are really quite simple. It only depends from which point you look at them."

The average marks for training and consultation components were 6.2 for usefulness and 5.6 for quality. Blocs dedicated to training styles, facilitation and to consultation process had the highest scores.

Many participants started training, facilitation and consultation possibilities - some even during the trainings:

- T. Hujdic (OZ Navrat) started a series of communication trainings for Roman Catholic order of English Virgins, together with P. Kailing
- M. Kovac (Narodny Trust Slovenska) facilitated a meeting of citizens and initiated an educational grant program for the education in Podbiel in Northern Slovakia
- V. Zahorcova (ZPMP) became a consultant for handicapped people
- M. Farkasovska (Obcianske zdruzenie Dafne) helped to get grants for her organization
- R. Horvathova (Mestsky urad Moldva nad Bodvou) helped to get a mini-grant program for cross-sectoral cooperation in the region
- M. Heretova (Obecny urad Polomka) cooperated in projects supporting agro-tourism and traditional crafts revitalization in her local community

The participants of the last T4T meeting decided:

- to have regular informal meetings (next on May 15, 1998 in Tulcik)
- to share information about activities in regions and about possibilities of further education
- cooperation in training and co-training activities on two projects between ZPMP and Narodny Trust Slovenska

Type 6: Consultations

We carried out ten consultations for six organizations (four of them FCS grantees) throughout Slovakia, totaling 84.1 consulting hours. Organizations were interested in one-time specific consultations as well as in long-term consultation processes, which are becoming a general trend in the needs of Slovak NGOs. We started the long-term process with ZPMP. Consultations dealt with strategic planning.

The goal of the consultation process was to re-evaluate and change organizational structure, re-assign competencies and responsibilities of management structures. The process has up to now consisted of several introductory consultations followed by four longer (several days) meetings. The role of consultants - facilitators was to lead the whole process.

The strategic planning process of ZPMP is not yet finished, but even at this stage several organizational changes were put into practice:

- change of organizational structure-division of responsibilities of the management of the association
- re-definition of the role of the board
- identification and assessment of priorities dealing with their work (fundraising strategy, education, accommodation and employment of mentally handicapped people).

In the conclusive phases of strategic planning the following issues will have to be covered:

- elaboration of strategic plan
- finishing changes in organizational structures
- defining relationships between the association and government
- re-definition of mission

“One of the most important things is that members of association, who were a bit suspicious in the beginning accepted the whole process of substantial changes, they helped to carry them out. The problems we saw as impossible to solve are seen in broader context and we can do something with them. Significant change of responsibilities of board and management took place. We created work groups. We got many ideas for further education. The whole process was significantly helped by facilitators. We saw the importance of this role, we appreciate their skills in difficult dealing with the group, their non-partisanship and personal characters.”
(V. Zahorcova, ZPMP)

table 4 List of the realized consultations

ORGANIZATIONS	DATES	TIME
Nadácia Škola dokorán, Bratislava, Žiar nad Hronom	14. január 1997	2 hodiny
	21. - 22. marec 1997	4 hodiny
	26. apríl 1997	2 hodiny
Predškolská výchova, Bratislava	19. marec 1997	1 hodina
A - projekt, Liptovský Mikuláš	29. januára 1997	2 hodiny
	24. marca 1997	3 hodiny
	30. apríl 1997	4 hodiny
	12. mája	5 hodín
Združenie Návrat, Bratislava Združenie Návrat, Bratislava	13. marca 1997	3 hodiny
	9. apríla 1997	4 hodiny
	10. októbra 1997	1,5 hodiny
	30. októbra 1997	3 hodiny
	17. novembra 1997	5 hodín
ZPMP, Bratislava	4. júna 1997	2.3 hodiny
	18. júna 1997	4 hodiny
	8. júla 1997	3 hodiny
	28. júla 1997	3.30 hodín
	6. - 8. september 1997	24 hodín
Ľudia a voda, Košice	23. október 1997	3 hodiny
	5. decembra 1997	5 hodiny
	total 20 meetings	84 hod. 10 min

Final Conclusions and Follow-Up

The project "Organizational Development of the Third Sector" provided for 15 months of active personal contact with 207 people working as employees or volunteers with 51 NGOs throughout Slovakia. We had an excellent opportunity to better understand their work, their joys and frustrations. We believe that through personal contact and educational activities we contributed to the improvement and sustainability of their organizations.

The year 1997 was for most Slovak NGOs very difficult. Organizations had to re-register in a short time and carry out various organizational changes to adapt to new legislation - so that they would legally be accepted by the state and could continue in their work. Many participants found the knowledge gained through trainings and consultations very useful in this complex situation.

Again, we became aware of the specific conditions of local civic initiatives in various regions of Slovakia and their dependency on broader cultural and historic traditions in a region. Many small local initiatives are coming into existence in various regions of Slovakia. It might be interesting and worth the effort to map their existence and work, especially in the historic context of their regions. We think this would help in assessment of sustainability of spontaneous initiatives and implemented grant programs in the regions of low civic activity.

In doing the series of trainings for community leaders we saw the usefulness and meaningfulness of a longer-term education of stable group of participants. The efficiency of such trainings is dependent on the qualities of trainers as well as participants. Clearly specified criteria in the choice of participants, based on expected profiles of graduates are necessary. This series of trainings for community leaders was the first of its kind in Slovakia. We learned a lot and we would like to continue this type of long-term education - we plan two series in 1998, one for consultants, the other one for trainers.

Those who went through the series of trainings constitute a group of strong and experienced personalities whose goal is not to create a new educational organization, but a strong network of people who are able to share their knowledge and expertise wherever and whenever needed.

Many organizations and their leaders are aware of the fact that with new legislation and

and possible changes - if they want to survive. This leads to a higher demand for skills in strategic planning and to higher professionalism. We will meet these needs by further consultations, training of consultants and trainers. We also plan to publish a second volume of the NGO Reader.

There will be parliamentary and local elections which will be crucially important for further direction of Slovakia. Since there were several cases in which the government showed disrespect for law last year followed by the silence from broader public, we see the priority of raising the level of civic awareness and responsibility in all regions of Slovakia. Local and community activities will be important contributors in this process. PDCS will help by training moderators and facilitators of round table discussions in all Slovak regions. These discussions might help in responsible choice of elected politicians, representing the interests of the population. We will also do trainings of first-time voters - students of high schools and universities.

Bratislava, February 24, 1998

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table 2. Evaluation Average chart

č. otá zky	TYPE 3 Senec 7.-9.5.97	TYPE 3 Harmónia 28.-30.5.97	TYPE 3 Piešťany I. 21.-23.1.98	TYPE 3 Piešťany II. 21.-23.1.98	TYPE 4 MŠ Spiš. N.Ves, 31.-1.1. 97 MŠ Žiar n.Hronom 21.-22.3.97	TYPE 4 Sv. Jur 3.-5.12.97	TYPE 4 Krivany 11.-13.12.97	TYPE 5 4xT4T Štrba Žiar Staré Hory Sv. Jur
1.	7	6,5	6,4	6,7	6,6	6,3	6,4	6,8
2.	6,6	5,55	5,6	5,7	6,3	5,6	6	6,2
3.	6,6	5,6	5,4	4,7	5,5	5,4	5,8	6,7
4.	6	5,95	5,6	6,4	6,3	6,1	6,6	6,2
5.	6,13	5,1	4,9	5,1	6,6	5,6	5,6	6,8
6.	6,6	6	5,5	6,4	6,9	5,5	5,7	5,2
7.	6,6	6,2	5,6	6,2	6,7	6,7	6,2	6,6
	6,5	5,8	5,5	5,8	6,4	5,9	6,0	6,3

tab. č.3

T5 - Evaluation T4T

		useful	quality
1.	trainings blocks	5,5	5,2
2.	- T4T 1. Harmónia - grantor NPOA	5,7	5,5
3.	- T4T 2. Štrba - grantor FCS	5,5	5,2
4.	- T4T 3. Žiar - grantor FCS	5,5	5,1
5.	- T4T 4. Staré Hory - grantor FCS	5,3	5,3
6.	- T4T 5. Modra - grantor ETP	5,1	5,0
7.	guests	5,1	5,5
8.	traings,consultacions composition	6,2	5,6
	Average	5,6	5,4

List of trainings between December 1, 1997 and Februar 28, 1998

city	date	type	NGOs	grantees		participants			time	time x trainers	particip.+ trainers+ support
				FCS	NGO people	M	W	Total			
Trenč. Teplice	10.-11.2.97	T2	experti			18	8	26	18	162	21+8+1
						18	8	26	18	162	
Senec	7.-9.5.97	T3	6	3	9	3	13	16	25	50	16+1+1
Harmónia	28.-30.5.97	T3	8	4	6	9	11	20	22	66	20+2+1
Piešťany II.	21.-23.1.98	T3	1	1	19	4	15	19	22	66	19+2+1
Piešťany I.	21.-23.1.98	T3	11	8	16	10	11	21	22	66	21+2+1
total			24	16	50	27	50	77	91	248	
MŠ Spiš.N.Ves Žiar/Hron.	31.-1.1.97 21.-22.3.97	T4	komunit a+nad. Škola dokor.			5	28	33	23	69	33+2+1
Sv. Jur	3.-5.12.97	T4	9	5	6	3	11	14	23	69	14+2+1
Krivany	11.-13.12.97	T4	komunit a + 1 NGO	1	4	28	11	39	22,5	89,50	39+3+1
total			10	6	10	36	50	86	68,5	227,5	
Štrba	21.-23.5.97	T5	17	5	5	5	12	17	25	75	17+2+1
Žiar	25.-27.7.97	T5	16	4	4	5	11	16	24	72	16+2+1

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Staré Hory	5.-7.11.97	T5	16	5	5	3	13	16	21	63	16+2+1
Sv. Jur	6. 2. 1998	T5	14	5	6	4	10	14	5,5	16,5	14+2+1
			17	5	5	5	13	18	75,5	225,5	
TOTAL			51	27	65	86	121	207	253	863	

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EFFECTIVE FUNCTIONING AND ORGANIZATIONAL DEVELOPMENT OF THE THIRD SECTOR

Financial report - Reporting Period 3 - October 1. 1997 - Februar 28. 1998 and total - December 1. 1996 - Februar 28.

	Budgeted Amount	Reporting Period 1	Reporting Period 2
NGO Reading Book			
Honoraria:	171 800,-- Sk	22 500,-- Sk	22 500,--Sk
extenal editor (6 months x 9 000,--Sk)	54 000,-- Sk	(4.500,--Sk.x5months) 22 500,-- Sk	(4.500,--Sk x 5 months) 22 500,--Sk
co-authors (300,--Sk pagesx240pages)	72 000,-- Sk	0,-- Sk	0,--Sk
reviewers (10 000,--Sk x 2 reviewers)	20 000,-- Sk.	0,-- Sk	0,--Sk
language adjustment (45,-- Sk /page x 240 pages)	10 800,-- Sk	0,-- Sk	0,--Sk
ilustrator	15 000,-- Sk	0,-- Sk	0,--Sk
Graphic Desing, DTP, Lithography	130 000,-- Sk	0,-- Sk	0,--Sk
Printing	122 000,-- Sk	0,-- Sk	0,--Sk
Mailing and Distribution	20 000,-- Sk	0,-- Sk	0,--Sk
Total Expenditures for Reading Book	443 800,-- Sk	22 500,-- Sk	22 500,--Sk
Pre- Evaluation Conference			
Preparation (3 facilitators x 1 days x 2 000,-- Sk)	6 000,-- Sk	(4 facilit. x 1day x 2000,--Sk) 8000,-- Sk	0,--Sk
Expenses for Facilitators:	27 600,-- Sk	(8 facilit. 50 194,90 Sk	0,--Sk
Travel (3 facilitators x 300,--Sk)	900,-- Sk	3 301,50 Sk	0,--Sk
Meals(3fac. x 2 days x 300,-- Sk.)	1 800,-- Sk	3 844,40 Sk	0,--Sk
Lodging (3 fac. x 2 night x 300,--Sk.)	900,-- Sk	4 049,-- Sk	0,--Sk
Fees (3 facilitators x 2 days x 4 000,-- Sk)	24 000,-- Sk	39 000,-- Sk	0,--Sk
Expenses for Participant:	27 000,-- Sk	20 791,60 Sk	0,--Sk
Meals (30 particip. x 2 days x 3 000,Sk)	18 000,-- Sk	10 091,60 Sk	0,--Sk

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Lodging (30 particip. x nights x 3 000,-- Sk)	9 000,-- Sk.	10 700,-- Sk	0,--Sk
Conferents Report :	<u>7 500,-- Sk.</u>	<u>14 800,-- Sk</u>	<u>0,--Sk</u>
Preparation (3 aut. / fac. x 2 000,-- Sk)	6 000,-- Sk	6 000,-- Sk	0,--Sk
Printing	1 500,-- Sk	(44pages x 100 reports x2,--Sk) 8 800,-Sk	0,--Sk
Rent of the conferens room	0,--Sk	2 000,--Sk	0,--Sk
Total Conference Expenses	<u>68 100,--Sk</u>	<u>95 786,50 Sk</u>	<u>0,--Sk</u>
Training Workshops		1 training	4 trainings
Preparation (2trainers x 2 days x 2 000,- Sk)	<u>8 000,-- Sk</u>	<u>8 000,-- Sk</u>	<u>32 000,--Sk</u>
Manual / Printing		(22pages x 22partisp. x 2,-Sk)	(106 pages x 22 part.+36 pages x36 part.) x 2,--Sk
	<u>1 000,-- Sk</u>	<u>968,-- Sk</u>	<u>7 256,--Sk</u>
Tech. Equip.and Room Rental (camera 3 days x 1.600,--Sk)	<u>4 800,-- Sk</u>	camera x 4 days x 500,-- Sk) <u>2 000,-- Sk</u>	<u>17 875,--Sk</u>
Travel for Lecturers	<u>2 000,--Sk</u>	<u>1 727,--Sk</u>	<u>12 213,--Sk</u>
Training Materials (incl.supplies)	<u>2 000,-- Sk</u>	<u>2 000,-- Sk</u>	<u>8 000,--Sk</u>
Expenses of Trainers (2) and Organizer (1):	<u>29 400,-- Sk</u>	<u>26 271,-- Sk</u>	<u>117 600,--Sk</u>
Lecturing (2 trainers x 3 days x 4 000,- Sk)		(3 days x 2 trainers x 4 000,-- Sk)	
	24 000,-- Sk	24 000,-- Sk	96 000,--Sk
Lodging and Meals(3peoplex3daysx600,Sk)	5 400,-- Sk	2 271,-- Sk	21 600,--Sk
Total Training Expenses Per Workshops	47 200,-- Sk	40 966,-- Sk	194 944,--Sk
Total Training Expenses for 10 Workshops	<u>472 000,-- Sk</u>	<u>40 966,-- Sk</u>	<u>194 944,--Sk</u>
Total Prep. of Training Manuals (6 types)	<u>36 000,-- Sk</u>	<u>6 000,-- Sk</u>	<u>18 000,--Sk</u>

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Total expenses for All Training Workshops	508 000,-- Sk	46 966,-- Sk	212 944,--Sk
Participants Expenses for the Training			
Lodging, Meals (W/ sx pplx days x 500,-- Sk)	330 000,-- Sk	0,-- Sk	78 234,--Sk
Total Participant Expenses	330 000,-- Sk	0,-- Sk	78 234,--Sk
Consultation Expenses:			
Consultant Fees (consultations x 4 000,-- Sk)	40 000,-- Sk	(4 consult. x 4000,-- Sk 16 000,-- Sk	** (1 consult.+3 days meeting) 32 500,--Sk
Consultants Preparation Time (consults. x 2 000,-- Sk)	20 000,-- Sk	(4 consult. x 4 000,-Sk) 8 000,-- Sk	(1consult. + 3 days meeting) 8 000,--Sk
Travel, Lodging, Meals (consults.x1 500,- Sk)	15 000,-- Sk	0,-- Sk	1 842,20 Sk
Total Expenses for All Consultations	75 000,-- Sk	24 000,-- Sk	42 342,20 Sk
Salary and Benefits			
PDCS Project Mngr (months x 15 000,-- Sk)	202 500,-- Sk	(5months x 15 000,-Sk) 75 000,-- Sk	(5months x15000,--Sk) 75 000,--Sk
Total Salary and Benefits	202 500,-- Sk	75 000,-- Sk	75 000,--Sk
Operational Expoditures			
Expected Operational Costs of Project (20% of PDCS costs.inlc.rent,officesupplies,comm.)	250 000,-- Sk	86 206,90 Sk	86 206,90 Sk
Total Operational Expenses	250 000,-- Sk	86 206,90 Sk	86 206,90 Sk
TOTAL PROJECS COSTS	1 877 400,-- Sk	350 459,40 Sk	517 227,10 Sk
Revenue from Sale of Reading Book and Training Costs			
Sale of Books	78 400,-- Sk	0,-- Sk	0,--Sk
Participants contribution to training			

expenses(trainings x participants x 200 Sk)	44 000,-- Sk	0,-- Sk	19 800,--Sk
TOTAL REVENUE to Offset Expenses	122 400,-- Sk	0,--Sk	19 800,--Sk
Maximum Dem Net Funds Contributed	1755 000,--Sk	350 459,40Sk	497 427,10 Sk
In Dollars	58 500 USD	10 578 USD	14 722 USD
Please specify exchange rate used:	30	25.3.1997 33,132 Sk	30.9.1997 33,789 Sk

*

typ	training	TV (500,-- Sk/day)	camera (500,-- Sk/day)	projector (500,-- Sk/day)	rental room	total
typ 3	Harmónia	1 500,--Sk	1 500,--Sk	-	1 875,--Sk	4 875,--Sk
typ 3	Senec	1 500,--Sk	1 500,--Sk	-	2 000,--Sk	5 000,--Sk
typ 5	Štrba	500,--Sk	1 500,--Sk	-		2 000,--Sk
typ 5	Žiar	1 500,--Sk	1 500,--Sk	1 500,--Sk	1 500,--Sk	6 000,--Sk
						17 875,--Sk

** this means that there is from whole budget for consultations 9.657,60 Sk left, but just for travel, lodging...expenses day consultation (consultant fee and preparation).

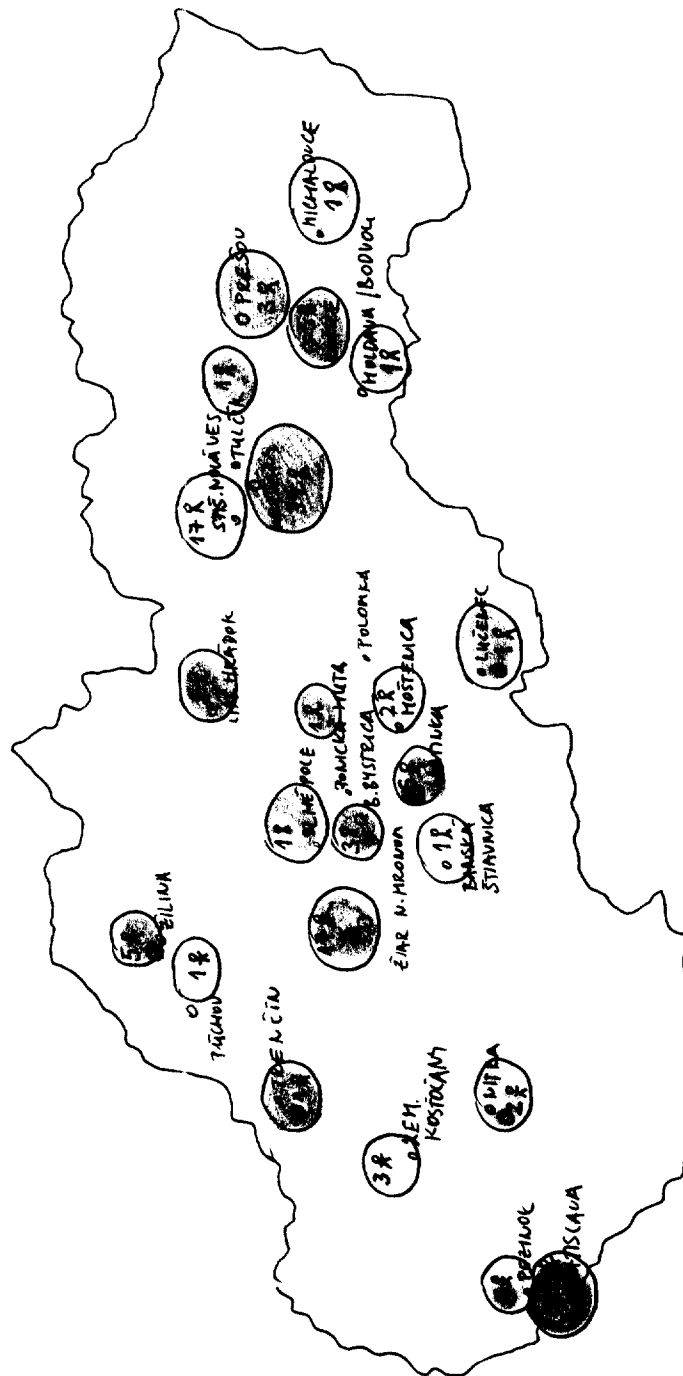
typ	training	printer	TV	camera	projector	rental room	total
typ 5	Staré Hory	-	1 500,-- Sk	1 500,-- Sk	1 500,-- Sk	-	4 500,-- Sk
typ 4	Sv. Jur	-	1 500,-- Sk	1 500,-- Sk	-	600,--Sk	3 600,-- Sk
typ 4	Krivany	-	1 500,-- Sk	1 500,-- Sk	-	1 800,--Sk	4 800,-- Sk
typ 3	Piešťany I.	1 500,-- Sk	1 500,-- Sk	1 500,-- Sk	-	750,-- Sk	5 250,-- Sk
typ 3	Piešťany II.	1 500,-- Sk	-	-	-	750,-- Sk	2 250,-- Sk
typ 5	Sv. Jur	-	-	-	-	300,-- Sk	300,-- Sk
		3 000,-- Sk	6 000,-- Sk	6 000,-- Sk	1 500,-- Sk	4 200,-- Sk	20 700,-- Sk

24.2. 1998, Bratislava

Project manager: Natália Kušnieriková
Financial assistant: Ivana Thótová

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MAP of PARTICIPANTS



List of the participants

TYPE 1 Conference

Trenčianske Teplice, 10. - 11. 2. 1997

	organizations	participants	place
1.	Advokátska kancelária, Bratislava	1.Peter Handiak	konferencia Trenčian. Teplice
2.	A-projekt, Liptovský Hrádok	2.Vlasta Kornerová	
		3.Vlado Vančura	
3.	CEPA, Ponická Huta	4.Juraj Zamkovský	
4.	EPCE, Ponická Huta	5.Juraj Mesík	
5.	ETP, Košice	6.Andrej Steiner	
	Bratislava	7.Boris Strečanský	
6.	FCS, Bratislava	8.Luboš Hrivňák	
		9.Lenka Jasenčáková	
		10.Greta Siegel	
		11.Jan Surotschak	
		12.Robert Vlašič	
7.	Junior Bat'a Achievement, Bratislava	13.Oldřich Vaňous	
8.	L'udia a voda, Košice	14.Michal Kravčík	
9.	Mestský úrad-Pezinok	15.Ladislav Briestenský	
10.	Mediačné centrum, B.Bystrica	16.Jano Hrubala	
11.	Minority Rights Group, Bratislava	17.Lýdia Kudličková	
12.	Nadácia pre deti Slovenska, Bratislava	18.Filip Vagač	
13.	Nadácia pre rozvoj Karpatského euroregionu, Moldava nad Bodvou	19.Laura Dittel	
14.	Nadácia Škola dokorán, Bratislava	20.Gabriela Cviková	
15.	Rada pracovníkov ústavov a soc. starostlivosti, Bratislava	21.Slavoj Krupa	
16.	SAIA-SCTS, Bratislava	22.Katarína Košťálová	
17.	Social policy analysis center foundation, Bratislava	23.Helena Woleková	
18.	UASID, Bratislava	24.Ivona Fibingerová	
19.	Združenie-Prameň Nádeje, Tekovské Lužany	25.Ondrej Buzala	
20.	Združ. Spoloč. a envir. tolerance, Poniky	26.Pavol Žilinčík	

TYPE 3 Senec 7.-9. mája 1997
 Harmónia 28.-30. mája 1997
 Piešťany I. 21. - 23. 1. 1998
 Piešťany II. 21. - 23. 1. 1998

organizations	participants	place
1.Baťa - Junior Achiement SR, Bratislava	1.Haladrín Rado	Piešťany I.
Bratislava	2.Markušincová Zuzana	Harmónia
Banská Bystrica	3.Paulus Marián	Harmónia
Bratislava	4.Pintérová Silvia	Piešťany I.
2.Civic Education proj., Bratislava	5.Ciutti Monika	Piešťany I.
3.FCS, Bratislava	6.Baumanová Ingrid	Senec
4.Fenestra - záujm. združ.žien, Košice	7.Grochová Monika	Senec
Košice	8.Chovanová Renata	Senec
Košice	9.Volemanová Mariana	Senec
5.Fórum intelegencie v Žiline	10.Turek Ivan	Senec
Žilina	11.Václavek Jaroslav	Senec
6.Klub KON-TIKI, Bratislava	12.Dérerová Eleonóra	Piešťany I.
Bratislava	13.Krajčík Ján	Piešťany I.
Bratislava	14.Šrérer Július	Piešťany I.
Bratislava	15.Šréter Juraj	Piešťany I.
Bratislava	16.Šréterová Marianna	Piešťany I.
7.Kom. združ. Sami Sebe, Pezinok	17.Kopec Pavol	Senec
Pezinok	18.Slivková Zuzana	Senec
Pezinok	19.Šišková Eva	Senec
8.Kom. združ. Zem.Kostoľany	20.Pavilková Zuzana	Harmónia
Zem. Kostoľany	21.Slúka Juraj	Harmónia
Zem. Kostoľany	22.Tvrdoň Luboš	Harmónia
9.Kom. Nadácia Zdravé Mesto, B.Bystrica	23.Hirt Beata	Piešťany I.
10.Minority Rights Group, Bratislava	24.Imrišík Ivan	Harmónia
Bratislava	25.Lisková Jarmila	Harmónia
Bratislava	26.Pauková Ľudmila	Harmónia
11.Nad. Via musica, Bratislava	27.Juroleková	Piešťany I.
12.Nad. pre deti Slovenska , Bratislava	28.Hajduková Juliana	Harmónia
Bratislava	29.Hochel Dionýz	Harmónia
B.Bystrica	30.Mičicová Alena	Harmónia
Bratislava	31.Štasselová Lucia	Harmónia
13.Nad. pre podporu lokal.dem.Žilina	32.Bronček Peter	Harmónia
Spišská nová Ves	33.Zmátlo Peter	Harmónia
14.Národný trust Slovenska, Bratislava	34.Kováč Martin	Harmónia
Bratislava	35.Murcín Viktor	Harmónia
Bratislava	36.Rajnáková Viera	Harmónia

Žilina	39. Bohobíková Milada	Piešťany II.
Bratislava	40. Hujdič Tibor	Piešťany II.
Bratislava	41. Jančiová Jana	Piešťany II.
Prešov	42. Kopecká Katarína	Harmónia, Piešťany II.
Bratislava	43. Krupa Slavoj	Piešťany II.
Bratislava	44. Kubíková Zuzana	Piešťany II.
Bratislava	45. Matej Vlado	Piešťany II.
Bratislava	46. Matejová Renata	Senec, Piešťany II.
Bratislava	47. Michalová Jana	Harmónia
Košice	48. Pavlová Eva	Piešťany II.
Bratislava	49. Petříková Zuzana	Piešťany II.
Žilina	50. Priehradná Dušana	Senec, Piešťany II.
Nitra	51. Rjabininová Madla	Senec, Piešťany II.
Dlhé Pole	52. Rejdová Jana	Piešťany II.
Bratislava	53. Roháček Marek	Piešťany II.
Prešov	54. Sačková Katarína	Piešťany II.
Nitra	55. Šebová Ivana	Piešťany II.
Bratislava	56. Woleková Helena	Piešťany II.
Ponická Huta	57. Žilinčíková Dana	Piešťany II.
17. OZ - Votum, Bratislava	58. Sasková Mária	Harmónia
18. Rada pre porad. Soc. práce, Bratislava	59. Jamborová Renata	Piešťany I.
Bratislava	60. Vektor Jozef	Piešťany I.
19. Sosna - Košice	61. Pečenovský Samuel	Piešťany I.
20. Spolok slov. knihovníkov, Bratislava	62. Stasselová Silvia	Piešťany I.
21. Verejnoprospešný fond, Liptovský Hrádok	63. Glavová Jana	Senec
Liptovský Hrádok	64. Húsenicová Katarína	Senec
Liptovský Hrádok	65. Komerová Vlasta	Senec
22. Zelená Linka, Púchov	66. Marián Labaj	Piešťany I.
23. Združenie Slatinka, Slatinka	67. Kostúr Roman	Piešťany I.
Slatinka	68. Riečanová Renata	Piešťany I.
Slatinka	69. Žiačik Marek	Piešťany I.
24. ZPMP, Bratislava	70. Šimková Monika	Piešťany I.
Bratislava	71. Šmidkeová Alica	Piešťany I.

TYPE4 - MŠ Žiar nad Hronom 31.1-1.2. 1997
MŠ Sp. nová Ves 21.-22.4. 1997
Sv. Jur 3.-5.12. 1997
Krivany 11.-13.12.1997

organizations	participants	place
1.region horná Torysa	1.Adamková Marta	Krivany
	2. Anderák Juraj	
	3.Angelovič Marcel	
	4.Bilek Jozef	
	5.Bujňáková Mária	
	6.Čačo Damián	
	7.Demočko Mikuláš	
	8.Dluhoš Marek	
	9.Duchová Margita	
	10.Girášková Anna	
	11.Hanušovský Ján	
	12.Homza Štefan	
	13.Hurajt Milan	
	14.Janoško Pavol	
	15.Jaško Miroslav	
	16.Kabusová Bibiána	
	17.Kiktavá Anna	
	18.Kmecová Mária	
	19.Knut Rudolf	
	20.Kol' Milan	
	21.Kravčík Milan	
	22.Lazarus Ján	
	23.Lipka Jozef	
	24.Molčan Michal	
	25.Novický Milan	
	26.Pajtinková Jarka	
	27.Randl Miroslav	
	28.Roba Pavel	
	29.Rusiňáková Terézia	
	30.Rusnák Marián	
	31.Sabolík Ján	
	32.Sabolová Soňa	
	33.Smetana Bartolomej	
	34.Straka Pavol	
	35.Šejirman Ján	
	36.Šejirmanová Božena	
	37.Šturák Peter	
	38.Suško Marcel	
	39.Vyšňovský Milan	
2.Klub KON-TIKI, Bratislava	40.Šréterová Mariana	SV.Jur
3.Kom. združ. SAMI SEBE, Pezinok	41.Šišková Eva	
Pezinok	42.Vyheralová Ľubica	

5.MŠ - Spiš. Nová ves	44.Batunová Eva	Spišská nová Ves
	45.Dluhošová Anna	
	46.Frankovičová Ľudmila	
	47.Gaalová Natália	
	48.Gabcová Marcela	
	49.Hlivka	
	50.Klapáčová Helena	
	51.Kováčová Jana	
	52.Kovárová Mária	
	53.Labudová Eva	
	54.Murdzová Martina	
	55.Nebusová Zuzana	
	56.Ogurčáková Alžbeta	
	57.Pecha Zdenek	
	58.Vavreková Ružena	
	59.Výbošťáková Babeta	
6.MŠ - Žiar nad Hronom	60.Beňová Sylvia	Žiar nad Hronom
	61.Gašparcová Marta	
	62.Hončoková Eva	
	63.Jochková Mária	
	64.Kluciak Ján	
	65.Kráľová Vlasta	
	66.Lutherová Magda	
	67.Lacková Irena	
	68.Mooschová Marta	
	69.Marušková Marta	
	70.Porubský Štefan	
	71.Príhoda Bohuš	
	72.Rajnohová Irena	
	73.Solgová Monika	
	74.Šoucová Anna	
	75.Šusterová Eva	
	76. Tóthová Eva	
7.Miestny úrad Petržálka, Bratislav	77.Frolová Anna	Sv. Jur
8.Občianske združenie MOST, Bratislava	78.Jurča Ján	
9.Občianske združenie Petržálska komunita, Bratislava	79.Hlaváčková Vladimíra	
10.Spoločenstvo sv. rodiny, Moštenica	80.Hrdá Monika	
Moštenica	81.Ježíšek Martin	
11.ZPMP, Bratislava	82.Hytková Dagmar	
Bratislava	83.Letková Katarína	
12.Združenie Slatinka, Slatinka	84.Ligasová Gabika	
Slatinka	85.Turčeková Lesanka	
Slatinka	86.Žiačík Marek	

TYPE 5 - Štrba 21.-23.5. 1997
 Žiar 25.-27.6. 1997
 Staré Hory 5.-7.11.1997

organizations	participants	
1.Academia Istropolitana, Bratislava	1.Anastázia Kozáková	
2.A-projekt, Liptovský Hrádok	2.Ingrid Ondrášová	
3.FCS, Bratislava	3.Róbert Vlašič	
4.Komun. združ. Sami sebe, Pezinok	4.Lubica Macedo	
5.Mestský úrad Moldava nad Bodvou	5.Rozália Heretová	
6.Nadácia Daphne, Bratislava	6.Michaela Farkašová	
7.Nadácia pre deti Slovenska, Bratislava	7.Alžbeta Padyšáková	
8.Nadácia Horský park, Bratislava	8.Mária Filková	
9.Nadácia pre podporu lokálnej demokracie, Lučenec	9.Jiří Zařovič	
10.Nadácia Škola dokorát, Bratislava	10.Gabriela Cviková	
11.Nadácia F.J.Turčeka , Banská Štiavnica	11.Ján Roháč	
12.Národný trust Slovenska, Bratislava	12.Martin Kováč	
13.Občianske združenie Návrat, Bratislava	13.Tibor Hujdič	
14.Obecný úrad Polomka	14.Michaela Heretová	
15.Kon-tiky, Bratislava	15.Ivana Tóthová	
16.SAIA-SCTS,Banská Bystrica	16.Danica Hullová	
17.Trenčianske neformálne združenie, Trenčín	17.Róbert Lifka	
18.ZPMP, Bratislava	18.Viera Záhorcová	
Michalovce	19.Emília Kužmová	
19. Združenie pre vidiek Tulčík-Dubiny, Tulčík	20.Jozef Lipka	

ŠLABIKÁR PRE NEZISKOVÉ ORGANIZÁCIE

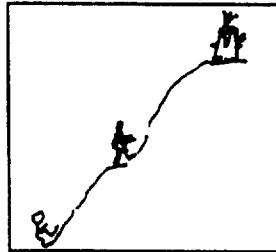


Aleš Bednařík
Martin Bútora
Ingrid Jalčová
Vlado Labáth
Dušan Ondrušek
Zora Pauliniová
Jana Pružinská
Kent Sinclair
Mária Zelenáková

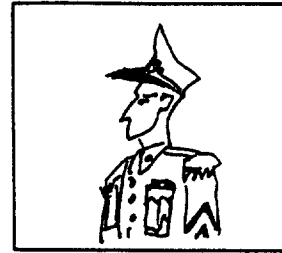
ILLUSTRATIONS FROM THE BOOK „ČITANKA PRE NEZISKOVÉ ORGANIZÁCIE“



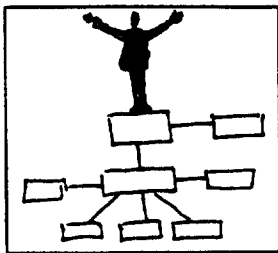
Vodcovstvo je
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Vodcovstvo sa
získava hlavne učením



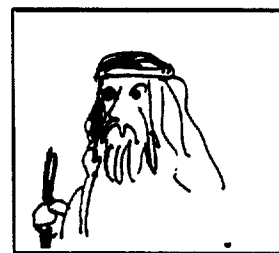
Vodcovstvo je
len otázkou moci



Vodcovstvo znamená
postavenie



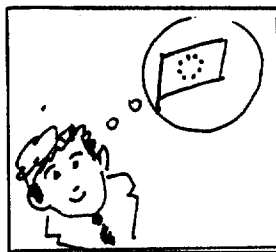
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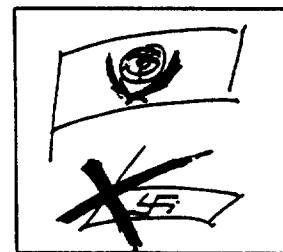
Vodcovstvo vzniká
charizmou vodcu



Vodcovstvo znamená
pomoc iným

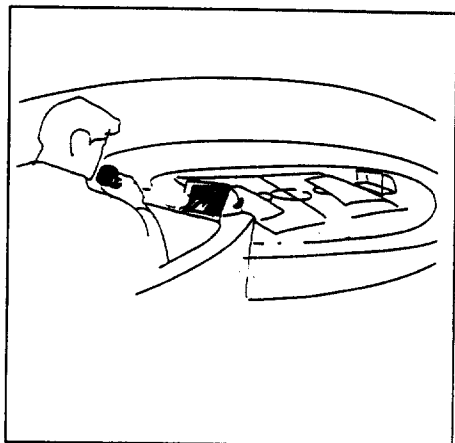


Vodcovstvo znamená
ponúkať víziu

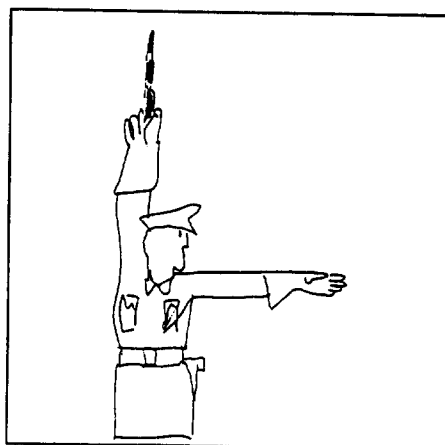


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čo je morálne

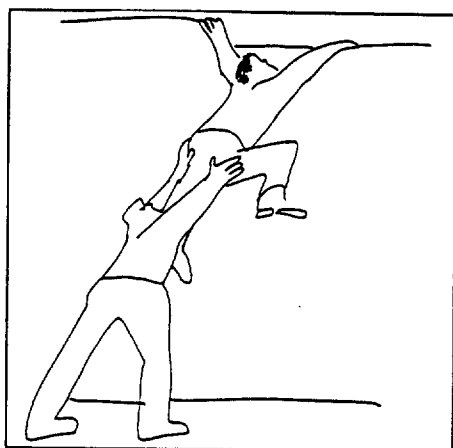
Riadenie



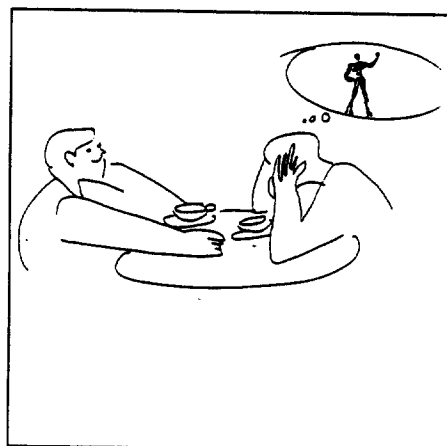
komentátor



koordinátor

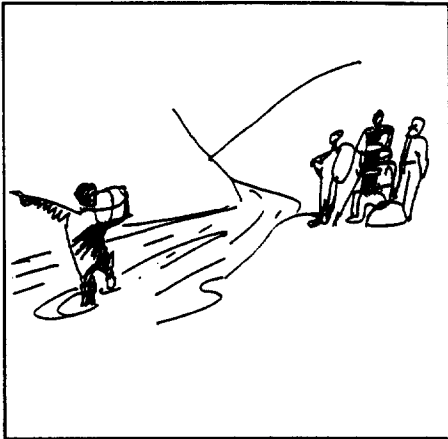


podporovateľ

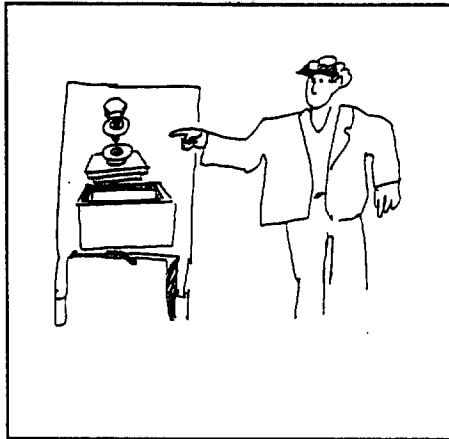


ukľudňovač

Smerovanie



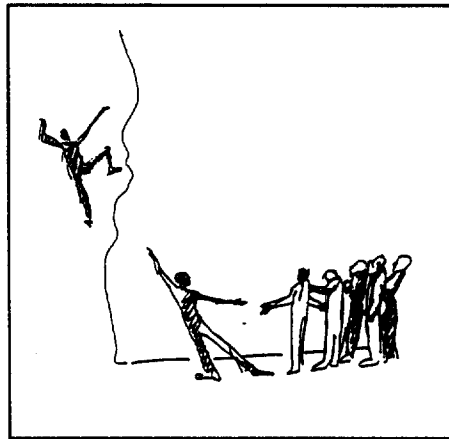
prvolezec



inštruktor

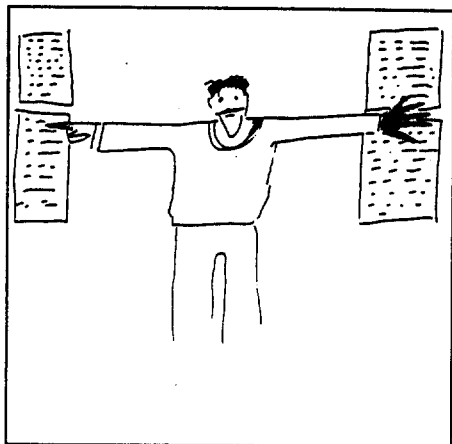


líder

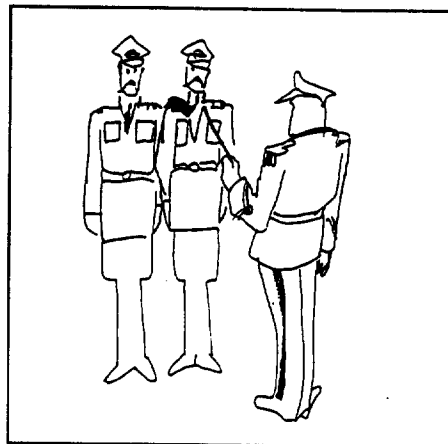


nasledovník

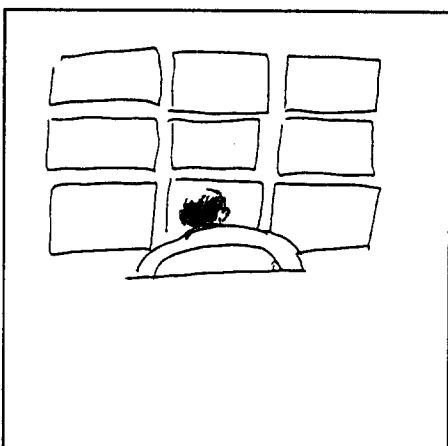
Hodnotenie



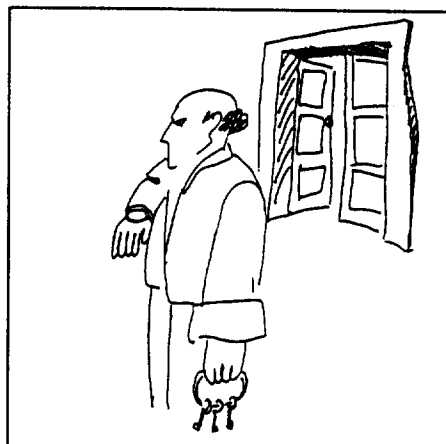
kritik



korektor

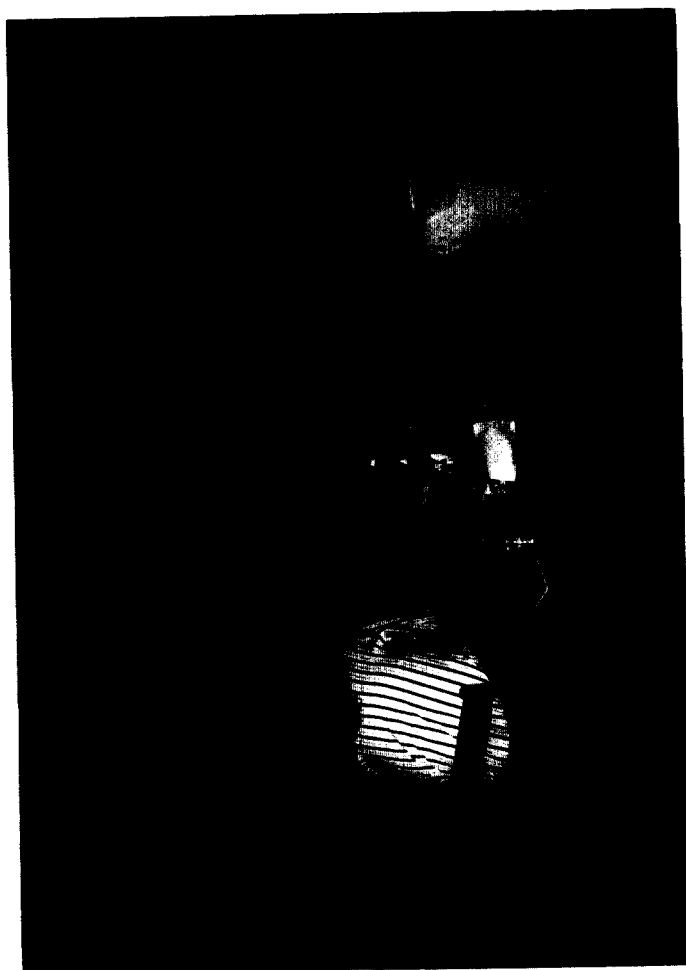


monitor

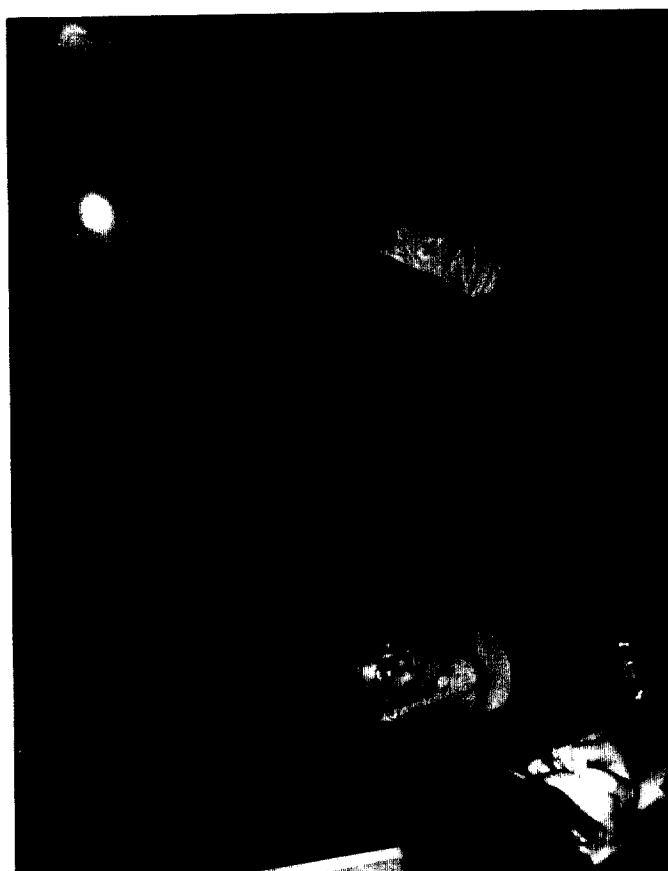
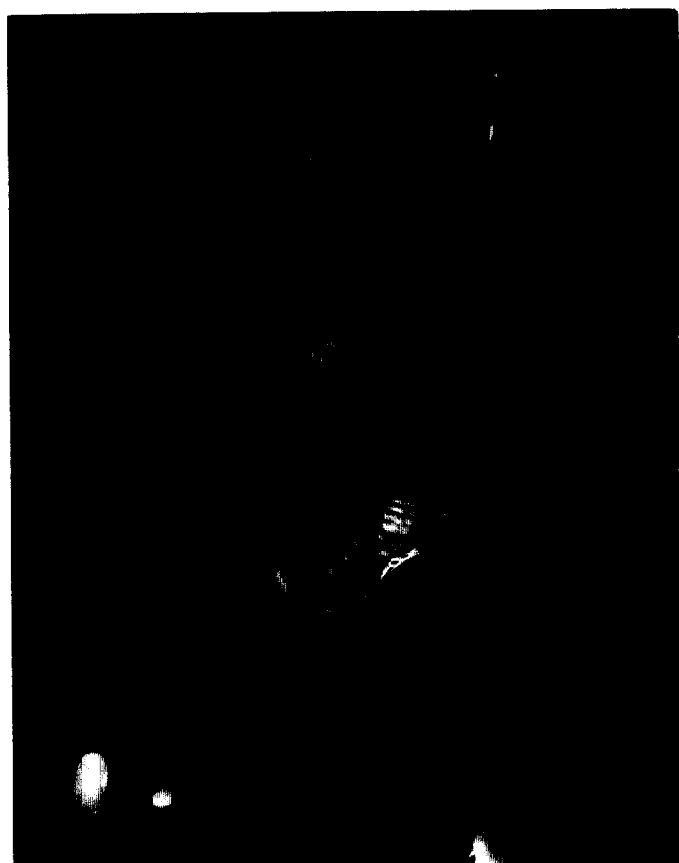


domovník

Jennifer Henderson



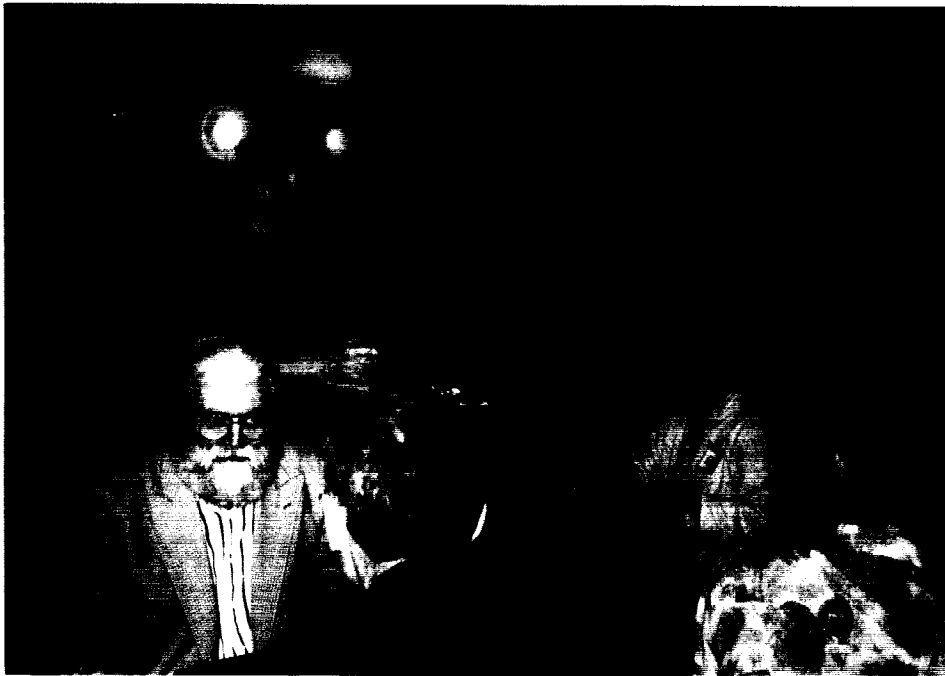
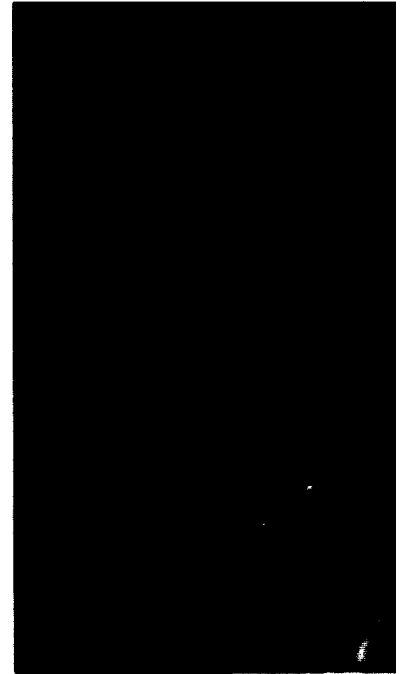
TYPE 3 7.-9. V. 1997 SENE



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TYPE 3 2.9. V. 1997 JENEC



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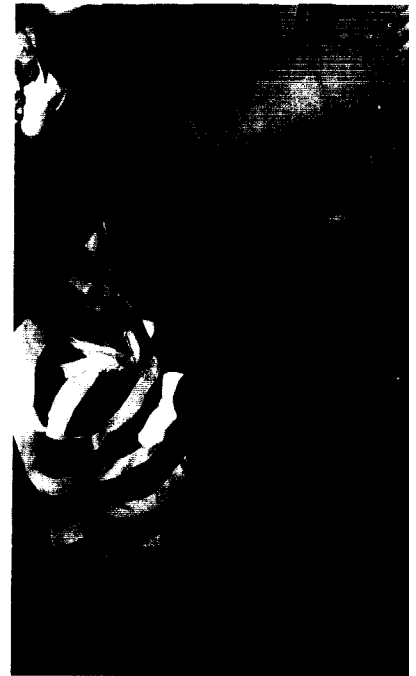
TYPE 3 28-30. V. 1997 HARMONIA - HODRA



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TYPE 3 28-30 V. 1947



HARITONIA - MOORE



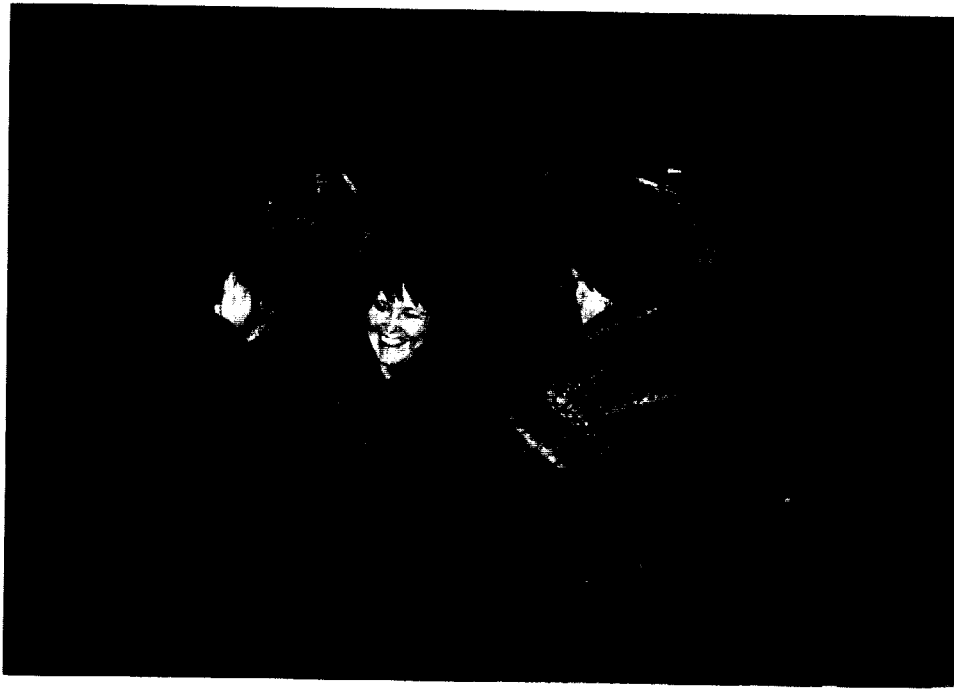
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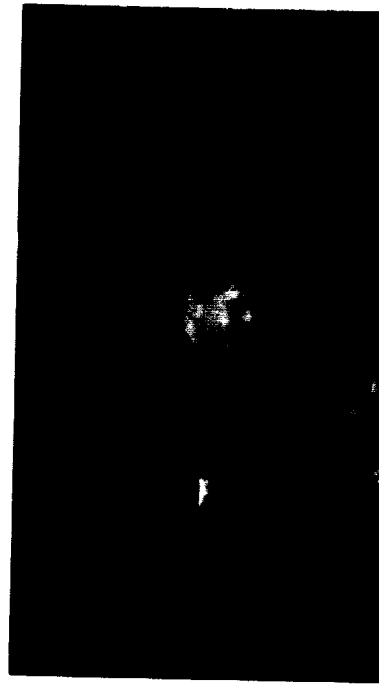
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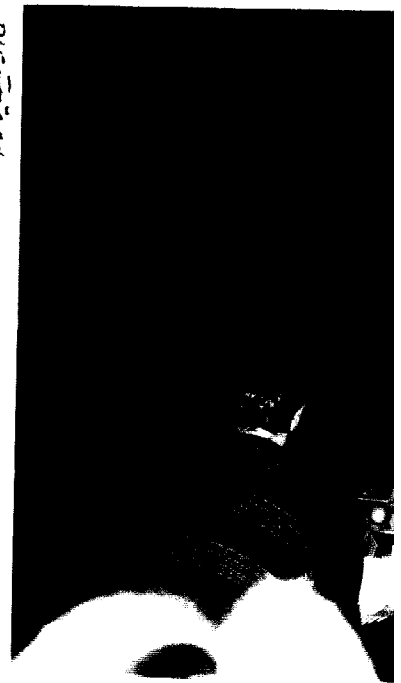
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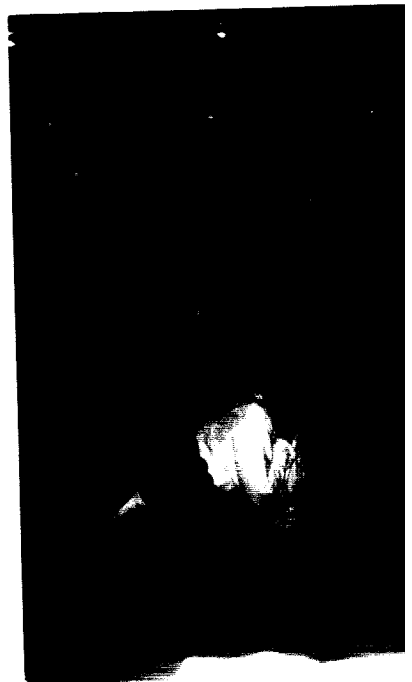
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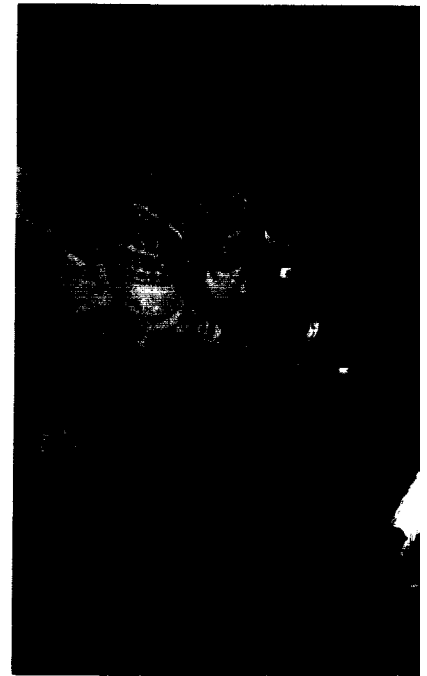
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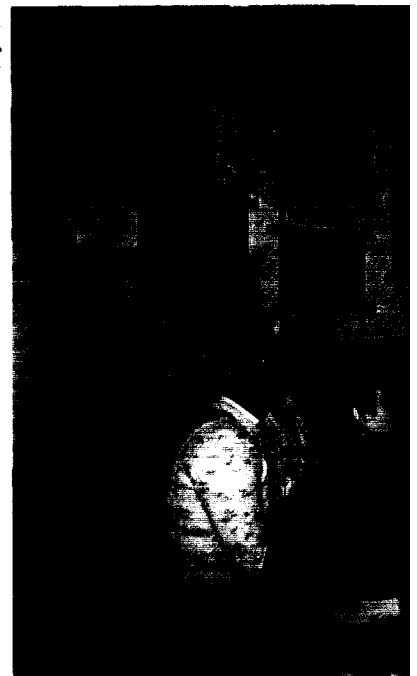
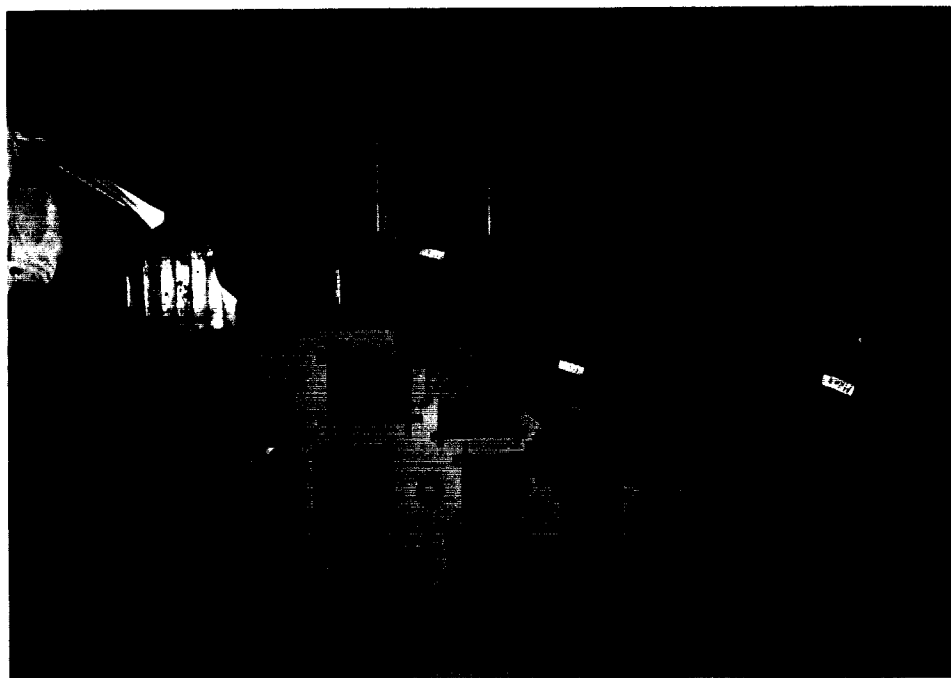
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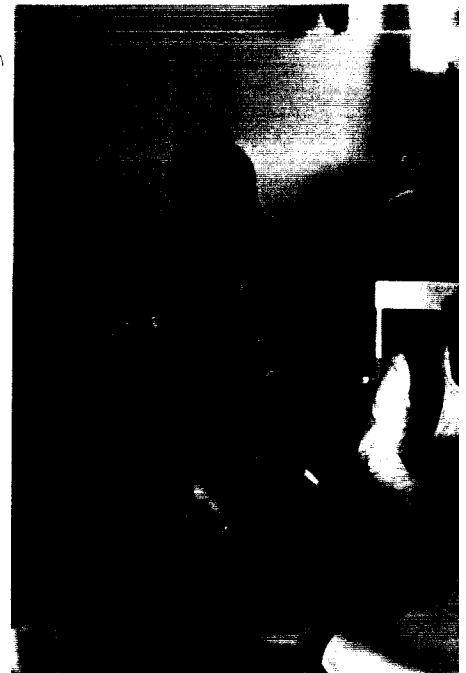
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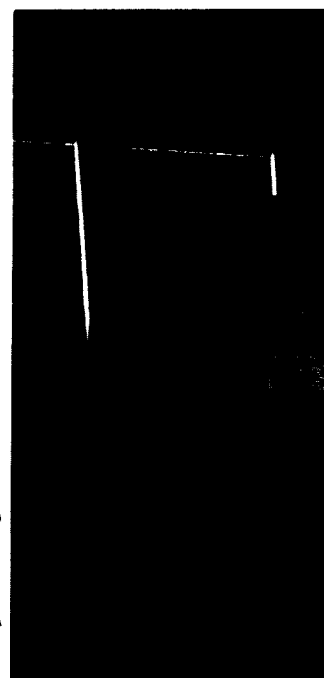
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TYPE 4 21-22.4.1947 SPISLA NOV 1947



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TYPE 4 - SPISKA' NOVA' VES 21-22.4.1997



P.Č.	MENO	ORGANIZÁCIA	ADRESA	TEL.	FAX
1.	CVIKOVÁ Gabriela	Nadácia Škola Dookorán	Devínska cesta č.6, 84104 Bratislava	07.720791, 726933	720791
2.	FARKAŠOVSKÁ Michaela	Nadácia Daphne	Pražská č.11, 81636 Bratislava <i>Miska@daphne.savba.sk</i>	07.399435	399436
3.	FILKOVA Mária	Nadácia Horský Park	Lesná č.1, 81104 Bratislava	07.3789050	3789050
4.	HERETOVÁ Michaela	Obecný úrad Polomka	Osloboditeľov č.12, 97666 Polomka	0867.693397	693102
5.	HLAVÁČOVÁ Magda	KCNS	L.Fulu č.3, 841 05 Bratislava	07. 714 341	
6.	HORVÁTHOVÁ Rozália	Mestský úrad Moldava nad Bodvou	Cesta Sv.Ladislava č.10, 04501 Moldava nad Bodvou	0943.602751	603221
7.	HUJDIČ TIBOR	Občianske združenie Návrat	Karpatská č.2/333,81105 Bratislava	07.399276	399276
8.	HULLOVÁ Danica	SAIA-SCTS	Tajovského č.51, 97401 Banská Bystrica	088.737810	737812
9.	KOVÁČ Martin	Národný trust Slovenska	Bebravská č.28, 82107 Bratislava	07.5267889	271891
10.	KOZÁKOVÁ Anastázia	Academia Istropolitana	Hanulova 5b.,P.O.Box 92, 84002 BA 42 <i>pubadm@aimach.acadistr.sk</i>	07.785752	785341
11.	KUŽMOVA Emília		Okružná č. 44, 07101 Michalovce	094631756	
12.	LIFKA Róbert	Trenčianske neformálne združenie	Štefánikova č.10, 91101 Trenčín <i>altus@psg.sk</i>	0831.434028	530428
13.	LIPKA Jozef	Združenie pre vidiek Tulčik- DUBINY	Číslo domu 204, 08213 Tulčik	091.941496 941952	941488
14.	MACEDO Eubica	Komunitné združenie SAMI SEBE	Radničné nám.č.7, 90201 Pezinok	0704.412304	412303
15.	ONDRÁŠOVÁ Ingrid	Verejnoprospešný fond /A-projekt	SNP č.114, P.O.Box.60,03301 Liptovský Hrádok / <i>vpfond@netlab.sk</i>	0844.221298	221214
16.	PADYŠÁKOVÁ ALŽBETA	Nadácia pre deti a mládež Slovenska	Hviezdoslavovo nám.č.20, 81102 Bratislava	07.5317438	5331143
17.	ROHAČ Ján	Nadácia F.J.TURČEKA	Dolná Ružová č.6, 96900 Banská Štiavnica	0859.23283	22006
18.	SZABOOVÁ Silvia	Nadácia Sosna	Pražská č.2, 04011 Košice	095.417270	417271
19.	TÓTHOVÁ Ivana	PDCS (KON-TIKI)	Červeňova č.4, 81103 Bratislava <i>pdc@pdc.sk</i>	07.5318073	5314130
20.	VLAŠIČ Robert	FCS	Miletičova č.23, 82109 Bratislava <i>Robert@fcs.sk</i>	07.5444197-8	5444287
21.	ZAHORCOVÁ Viera	Združenie na pomoc ľuďom s ment. postihnutím v SR	Budatínska č.51, 85101 Bratislava	07.363287	363287
22.	ZATOVIC Jiří	Nadácia pre podporu lokálnej demokracie	Hurbanova č.10, 98401 Lučenec <i>cidlc@lc.psg.sk</i>	0863.20287	320287



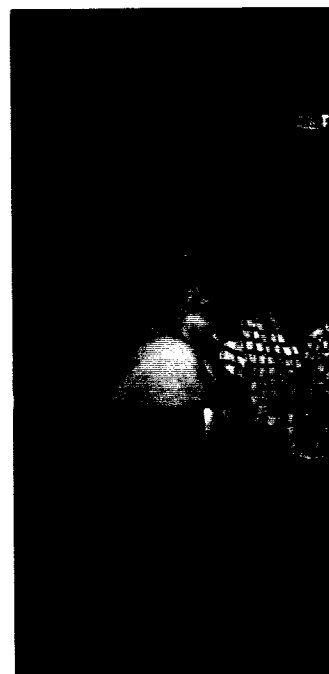
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TRAINING III.

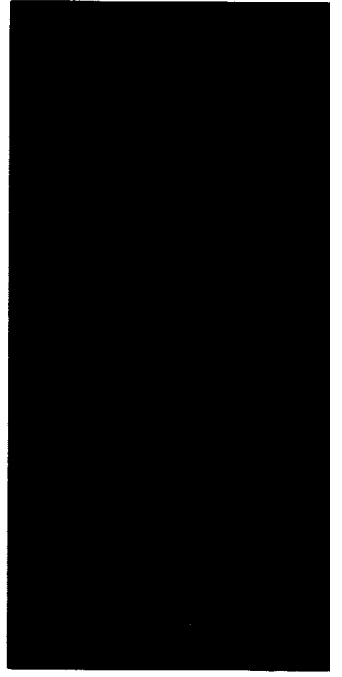
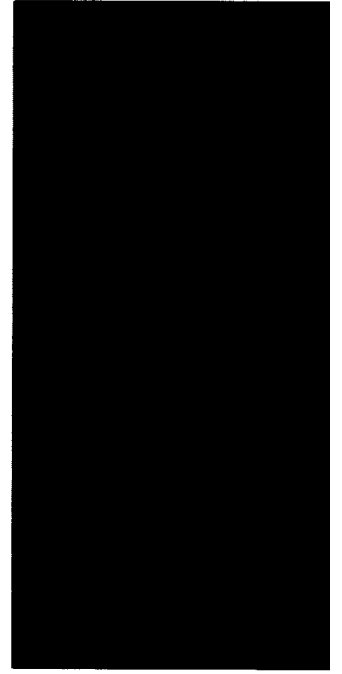
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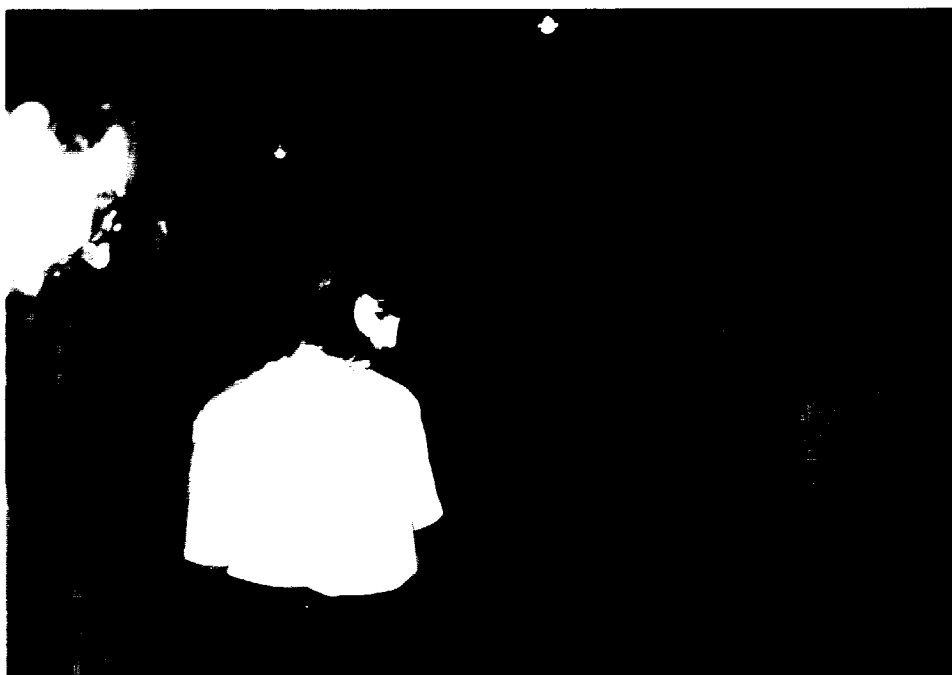
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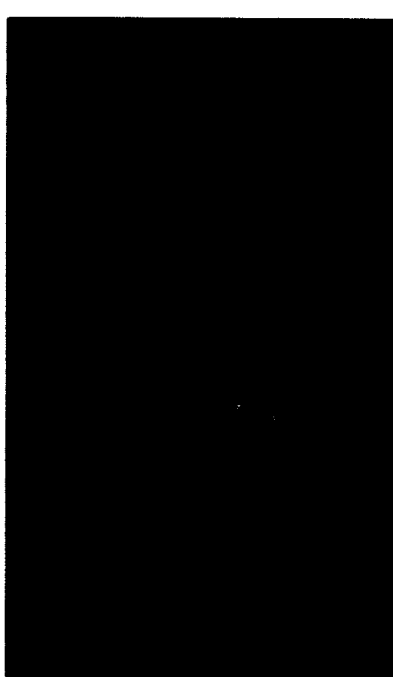
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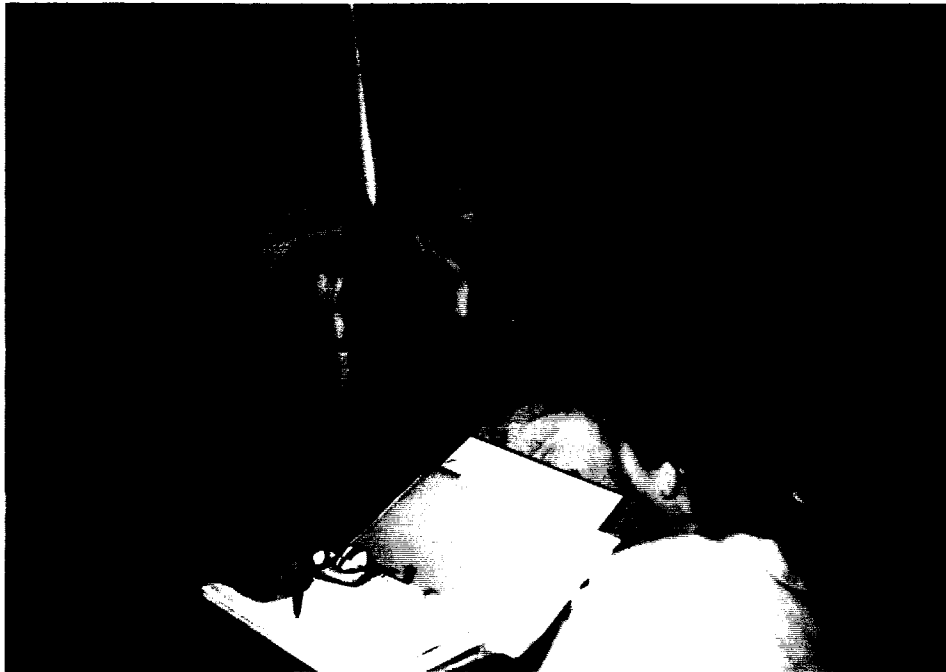
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NYT TYPE 5 S.-T. XI. 1997 JMB25 Hedy



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745 TYPE 5, 5-7.11.1947 STARE-HOP4

